MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2017/2018

BMG3024 – CROSS CULTURAL MANAGEMENT

(All Sections / Groups)

04 JUNE 2018
2.30 P.M – 4.30 P.M
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TWO (2) SECTIONS** and **4** pages (inclusive of the cover page).

2. **SECTION A** consist of Case Study (worth 40 marks). Answer **ALL** questions.

3. **SECTION B** contains THREE (3) essay questions (worth 60 marks). **Answer ALL questions**. Write your answers in the *Answer Booklet* provided.

SECTION A- CASE STUDY (40 MARKS)

Elizabeth visits GPC's French Subsidiary

Elizabeth Moreno is looking out the window from her business class seat somewhere over the Indian Ocean on Thai Air en route to Paris's Orly International Airport from the Philippines, where she has just spent a week of meetings and problem solving in a pharmaceutical subsidiary of the Global Pharmaceutical Company(GPC)

GPC has the lion's share of the worldwide market in ethical pharmaceutical products. Ethical drugs are those that can be purchased only through a physician's prescription. In the United States, GPC has research and manufacturing sites in New York, New Jersey, Pennsylvania and Michigan. The company also has subsidiaries in Canada, Pureto Rico, Australia, Philippines, Brazil, England and France. GPC has its administrative headquarters in Pennsylvania.

Because of the geographically dispersed locations of its subsidiaries, GPC's top scientists and key managers log thousands of jet miles a year visiting various offices and plants. Its top specialists and executives regularly engage in multisite real-time video and telephone conferences, and they also use electronic mail, faxes, modems and traditional mail to keep in touch with key personnel.

Despite these technological advances, face-to-face meetings and on site consultations are used widely. In the case of the French subsidiary, nothing can take the place of face-to-face consultations. The French manager is suspicious of figures in the balance sheet, of the telephone, of his subordinates, of what he reads in newspaper, and of what Americans tell him in confidence. In contrast the American trusts all these. This is the reason GPC regularly sends its scientists and executives to France.

Elizabeth Moreno is one of the key specialists within GPC. Her expertise in chemical processing widely known not only within her company but also in the pharmaceutical industry worldwide. She has been working at GPC for more than twelve years since finishing her advanced degree in chemistry from a university in the Midwest. While working for GPC, she has been given more and more responsibilities leading to her current position as Vice President of chemical development and processing.

From a hectic visit in Philippines, her next assignment is to visit the French subsidiary plant for one week to study a problem with shelf life testing of one of its newest anti-allergy capsules. It seems that the product's active ingredient is degrading sooner than the expiration date. During her stay she will conduct training for chemists in state-of-the-art techniques for testing and for training local managers in product statistical quality control. These techniques are now currently used in other GPC locations.

To prepare for her foreign assignments, Elizabeth attended a standard three-hour course given by her company's human resource management departments dealing with cross cultursal issues. Moreover, she recalls reading from a book on French management about the impersonal nature of French business relations. This was so much in contrast with what she just has experienced during her visit to the Philippine subsidiary. The

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French tend to regard authority as residing in the role and not in person. It is by the power of the position that a French manager gets things done. With this knowledge, she knows that her expertise and her position as Vice President will see her through the technical aspects of the meetings that are lined up for few days she will be in Paris.

French managers view their work as an intellectual challenge that requires application of individual brainpower. What matters to them is the opportunity to show one's ability to grasp complex issues, analyse problems, manipulate ideas, and evaluate solutions.

There are a few challenges for Elizabeth on this assignment. She is not fluent in French. Her only exposure to France and the language was a two-week vacation with her husband in Paris a couple of years ago. However, in her highly technical field, the universal language is English. Thus she believes she will not have much difficulty communicating with the French management has principles that are generally applicable and can adapt to any situation by virtue of his intellectual quality. Expertise and intellectual ability are inherent in the individual and cannot be acquired simply through training or education.

It appears that Elizabeth will be encountering very different ways of doing business in France. While she thought about the challenges ahead, her plane landed at Orly International Airport. She whisked through customs and immigration without any delays. No limousine was waiting for her side at the arrival. Instead she took the train to downtown Paris and checked into an apartment hotel that was reserved for her in advance of her arrival. After a week in Paris, she is expected back in her home office to prepare reports to GPC management about her foreign assignments.

Source: International Management Managing Across Borders and Culture-Helen Deresky, Seventh edition, Prentice hall-pp160-161.

Answer All Questions.

1.Explain what Elizabeth Moreno can do to establish her position in front of French managers. How can she get them to help her accomplish her assignment in five days? (10 Marks)

2.What should Elizabeth know about high-context versus low-context cultures in Europe? How can this knowledge help her to be successful there? (10 Marks)

3.What should Elizabeth include in her report, and what should be the manner in which it is communicated, so that future executives and scientists avoid communications pitfalls? (10 Marks)

4. How can technical language differ from everyday language in corporate style communications? (10 Marks)

[40 Marks]

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SECTION B (60 MARKS): Answer ALL questions.

Question 1

a) What are the four types of legal systems? Explain them with examples. (10 Marks)

b) Explain any five subsystems that influence people and their behaviour. (10 Marks)

[20 marks]

Question 2

a) The negotiation process consist of five steps. Explain persuasion, concession and agreement in detail. (10 Marks)

b) Explain how you will manage performance in international joint venture with example. (10 Marks)

[20 marks]

Question 3

a) Explain any five cross cultural training technique used to train expatriates. (10 Marks)

b) Explain how to motivate Mexicans with example. (10 Marks)

[20 marks]

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